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Acquisition Research Program Need to Know Newsletter

2020-07-24

NPS Need to Know Newsletter Acquisition Research Program, 2020-07-24

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<http://hdl.handle.net/10945/66533>

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Dear ARP friends,

Happy Friday! Noteworthy in Issue #17: The National Defense Authorization Act has passed the House and the Senate. Next step: conferencing to reconcile remaining differences. In the appropriations arena, more conversations about limiting the defense budget, with a specific target on the Overseas Contingency Operations Funding. Here there's a nice alignment with one of this week's symposium papers on the Budget Control Act. And a reminder of the new and evolving resource, the Adaptive Acquisition Framework. Keep us posted on your news!



July 24, 2020

ARP Research: Symposium Spotlight

Panel #12: Persistent Issues in Defense Management

Is the DoD a High-Risk Anomaly? An Analysis of the Government Accountability Office's High-Risk List's Persistent Residents

Danelle Gamble (Sanford School of Public Policy - Duke University), Douglas Brook (Duke University)

- **Micro-abstract:** This research is the first of two phases and compares the longest standing DoD high-risk programs to similar longstanding high-risk civilian federal programs to determine whether the DoD is a high-risk anomaly. Read the [paper](#) and [presentation](#).

The Budget Control Act: Effects and Unintended Consequences for DoD

Abigail Zofchak (U.S. Air Force)

- **Micro-abstract:** To determine how much the BCA impacted the stability and predictability of the DoD's budget, this project describes and compares the impact of the Budget Enforcement Act (BEA) and the BCA on the DoD's defensewide budget over time in terms of year-to-year stability and longer-range planning and programming stability. Read the [paper](#) and [presentation](#).

Persistent Perspectives on Defense Management Reform

Douglas Brook (Duke University)

- **Micro-abstract:** This paper explores the types and sources of Defense management reform initiatives to understand better what constitutes Defense management, where

management reforms originate, and what aspects of DoD management most attract reformers' persistent attention. Read the [paper](#) and [presentation](#).

See more research in the full [Proceedings of the 17th Annual Acquisition Research Symposium](#).

This Week's Top Story

The Adaptive Acquisition Framework

Stacy Cummings and Jim Woolsey, Defense Acquisition University

The Adaptive Acquisition Framework or AAF is a major advancement for modern defense acquisition. It is more than a policy update. It is policy re-envisioned and restructured in a framework that encourages critical thinking by program managers in selecting and tailoring the best-suited approach or pathway for a particular acquisition. It facilitates more rapid delivery to the point of need.

The AAF is a powerful tool the Defense Acquisition Workforce can use to ensure that the Warfighter has the systems and services they need. Given the ever-changing environment, made even more unstable by the COVID-19 pandemic, it is critical that Defense Acquisition Workforce members not only familiarize themselves with the AAF resources available to them—especially the interactive AAF website—but stay current and continuously seek out resources and opportunities to help improve acquisition.

Stacy Cummings—Principal Deputy Assistant Secretary of Defense for Acquisition Enablers for Under Secretary of Defense for Acquisition and Sustainment Ellen Lord—spearheaded the AAF effort, and she will be the first to say it was a team effort. The Defense Acquisition University (DAU) was one of the organizations involved in the process—assisting in writing the policy with input from the military Services and developing an interactive AAF website. DAU also assisted in the rollout—conducting a series of roadshows with Ms. Cummings and other AAF subject-matter experts, engaging directly with the Defense Acquisition Workforce, and producing numerous AAF-oriented webcasts to inform Defense Acquisition Workforce members of the sweeping policy changes and the tools and resources available to them.

Recently, Ms. Cummings and DAU President Jim Woolsey met virtually to talk about the AAF rollout and what it means for the future of the AAF and defense acquisition. The following is an excerpt from their conversation. [Read more.](#)

NPS News

[Virtual Secretary of the Navy Guest Lecture with VADM \(Ret\) Jan Tighe and General \(Ret\) Keith Alexander \(video\)](#)

Recorded July 21, 2020

Acquisition and Innovation

US Army releases draft RFP for Bradley vehicle replacement

Aaron Mehta, Defense News

What's industry role in DoD information warfare efforts?

Mark Pomerleau, C4ISRNET

Major Ramp-Up in Use of OTAs

Jon Harper, National Defense

DoD's \$7 Billion Military Household Moves Contract Hit with Another Protest

Patricia Kime, Military.com

Pentagon Expects 7,500 Companies CMMC Certified by 2021

Mandy Mayfield, National Defense

Air Force crafts \$1B cybersecurity contract for small businesses

Jackson Barnett, FedScoop

Events (Upcoming)

Fleet Focus: Agility Summit Seeks Creative Solutions to Naval Challenges

NPS, NWC and MCU student teams can learn about fleet issues and challenges, choose one to address and apply to compete at the Agility Summit. The closing date for student submissions and applications is July 31, and the final 10 teams will be chosen during the week of Aug. 7. Selected teams will receive funding to travel to the NavalX facility in Alexandria, Virginia. Students can also attend virtually.

AFWERX Fusion: Base of the Future Showcase

AFWERX, July 28-30, 2020

COVID-19 and Contracting

Memorandum: Additional Guidance on Federal Contracting Resiliency in the Fight Against the Coronavirus Disease (COVID-10)

Office of Management and Budget

Research

Increasing Value and Savings in Shipbuilding with Innovative Technologies

David N. Ford and Tom Housel, Defense Acquisition Research Journal

Studying Acquisition Strategy Formulation of Incremental Development Approaches

COL Robert F. Mortlock, USA (Ret.), Defense Acquisition Research Journal

Air Force Software Sustainment and Maintenance of Weapons Systems

The National Academies of Science, Engineering, Medicine

Defense and Federal Government

Huawei 5G dominance threatened in Southeast Asia

Kentaro Iwamoto, Nikkei Asian Review

It's official: US Air Force to buy Turkish F-35s

Valerie Insinna, Defense News

US, China may 'stumble' into conflict in South China Sea, war game scenarios suggest

Eduardo Baptista, South China Morning Post

Lockheed Martin May Go Shopping if Defense Budgets Fall Next Year

John A. Tirpak, Air Force Magazine

US Navy to develop drone deployment strategy

David B. Larter, Defense News

Pentagon AI team sets sights on information warfare

Mark Pomerleau, C4ISRNET

Michael Kratsios, White House CTO, named to top Pentagon tech job

Aaron Mehta, Defense News

Russia Tests a Satellite That Rams Other Satellites, US Says

Patrick Tucker, Defense One

Policy

Memorandum: Buying for America

Office of Management and Budget

Memorandum: Department of Defense SmartPay 3 Government-wide Commercial Purchasing Card Oversight and Reporting – SP3 Transition Memorandum #12

Office of the Undersecretary of Defense for Acquisition and Sustainment

Frictionless Acquisition (Cross Agency Priority) Action Plan and Progress Update

Performance.gov

[Implementation of the Section 889\(a\)\(1\)\(B\) Prohibition on Contracting with Entities Using Certain Telecommunications and Video Surveillance Services or Equipment](#)

Office of the Undersecretary of Defense for Acquisition and Sustainment

[Congress](#)

[House defense bill strips Confederate base names, curbs president's powers in troop deployments](#)

Leo Shane III and Joe Gould

[The Top 5 REALLY Important NDAA Policies](#)

Mackenzie Eaglen, Breaking Defense

[Senate clears bill removing Confederate names from military bases, setting up clash with Trump](#)

Connor O'Brien, Politico

[Progressives Mount Assault on Defense Spending Ahead of Stimulus Package, Election](#)

Marcus Weisgerber, Government Executive

[OCO Must Go](#)

Lauren Sander and Brandon Valeriano, Defense One

[Two hearings set on controversial Pentagon policy nominee](#)

Joe Gould, Defense News

[Acquisition Tips and Tools, with Larry Asch](#)

This week, we offer a collection of resources on Commercial Solutions Openings. The first article notes that CSOs may become permanent authorities. The second article gives more information about this useful tool in the contracting officer's tool chest. The third link takes you to a video conversation with John Tenaglia and Victor Deal held in May 2017 discussing how they developed the idea, advanced it and received pilot authority in the FY17 NDAA.

[CSOs are here to stay. What's next in innovative acquisition?](#)

Lauren Dailey, National Contract Management Association

The Senate Armed Services Committee's FY21 National Defense Authorization Act markup includes several measures aimed at improving access to commercial and innovative technologies. One of them stood out to me: The committee would make permanent the use of Commercial Solutions Openings, or CSOs, to award FAR-based contracts. This is an incredibly

important move as it is yet another tool that increases DoD's ability to quickly access technologies and innovation from the commercial sector.

CSO's are a relatively new tool, and as such, some confusion exists around their use. Initially, the term CSO was only used to describe a mechanism to award Other Transaction Agreements (OTAs). In 2016, during my time at the Defense Innovation Unit Experimental (now simply DIU), I created their CSO to award OTAs on a fast, flexible, and collaborative basis, and create a rapid path to production for successful projects. Since the FY17 NDAA's CSO pilot program, a CSO mechanism can also be used to award FAR-based contracts. This duality – the ability to award both FAR-based contracts and OTAs – can lead to some confusion when the term “CSO” is used. While it's important for practitioners to clearly state what type of CSO they're using (and what form of agreement or contract they're awarding), what's clear is that either CSO will allow them powerful access to commercial capabilities.

The potential permanence of CSOs for FAR-based contracts leads to another question: What's next in the world of innovative acquisition?

[Read more in the article.](#)

[What Commercial Solutions Openings Can Be...If We Dare](#)

Victor Deal, Contract Management Magazine

[Hot Topic - Contracting Innovation with Commercial Solutions Openings](#)

Defense Acquisition University Video with John Tenaglia and Victor Deal

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